

City of Orange

Fiscal Years 2025-2030

Citywide Strategic Plan - August 26, 2025 Update

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Strategic Plan Update Executive Summary

Strategic plans are often the culmination of different, and at times, competing factors. On the one hand, effective strategic plans should identify clear goals and objectives that an agency intends to accomplish over a defined period. On the other hand, strategic plans should be flexible, avoiding a sole focus on the City's immediate needs. This suggests that effective strategic plans are holistically constructed, reflecting a considered understanding of short and long-term needs, as well as the changing conditions that often drive the City's focus and circumstances.

With Kelly Associates Management Group's assistance, the City developed and adopted the Fiscal Years 2025-2030 Citywide Strategic Plan (Plan) on November 26, 2024. The Plan is intended to be a "living document," adaptable and open to change as conditions call for its amendment. Annual Plan updates are envisioned to occur each January, and the Plan's adoption included a commitment to provide quarterly updates to the City Council and public thereby fostering progress and accountability.

The quarterly Plan updates include the Goal Action Plan with an additional column on the right hand side. This new column is entitled with the day that the respective updates are brought forward for City Council review. Although the Goal Action Plan is not an exhaustive objective list, it represents significant projects that will help the City take steps to achieve the six overarching community goals. Going forward, staff will continue to modify and update this column so the City may show which objectives have been completed, where progress has been made, and where the City is experiencing delays.



Mission

The City of Orange is committed to excellent service for our residents, businesses and visitors.

Vision

As an organization, the City of Orange is a leader in delivering the highest level of service to meet the current and future needs of our community.

Values

Teamwork
Working together to achieve common goals.

Excellence
Demanding the best from ourselves and others.

Accountability
We are accountable to the residents and taxpayers of the City of Orange and are committed to holding ourselves, and each other, to the highest moral and ethical standards of conduct and performance excellence.



The City's mission, vision, and values set the foundation of the Goal Action Plan.

Goal Action Plan

- **Mission**
- **Vision**
- **Values**

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Fiscal Years 2025-2030 Citywide Strategic Plan Update: Goal Action Plan

The Goal Action Plan (GAP) is intended to guide the City Council and staff so the City of Orange may achieve the six goals identified in the Fiscal Years 2025-2030 Citywide Strategic Plan. As a part of the quarterly updates, the GAP identifies objectives, implementation strategies, timeframes, proposed funding sources, as well as an update column so the City Council and public may know what recent actions have been taken to accomplish each objective.

The objectives detailed in the GAP include the following information to ensure the City achieves each goal in an orderly fashion.

Table Definitions:

1. *Goals* - Overarching priorities the City Council identified and were further developed during the Special City Council meetings.
2. *Objective Number* - Number to identify a particular objective with the first number aligning with the Goal number (e.g., Goal 2 would start with 2.1). Objective numbers with an asterisk* denote those objectives the department(s) have deemed as a “Need” vs. a “Want”.
3. *Lead Departments* - The primary department(s) responsible for completing the objective.
4. *Objective* - Brief description of what the respective department(s) would like to achieve.
5. *Completion Timeframe* - Short-term (1 Year), Mid-Term (1-3 Years), Long-term (3-5 Years).
6. *Description and Status* - Additional information on what the objective entails and what the respective department(s) has done, or proposes to do, to complete the objective.
7. *Funding Source* - Identify which funds or other financing strategies the respective department(s) propose to complete the objective.
8. *August 26 Update* - A brief description of any significant updates since May 27, 2025.

GOAL 1: Maintain Strong Emergency and Safety Services

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	August 26 Update
*1.1	Police	Implementation of contractual parking enforcement services to manage parking violations and increase revenue	Short-term	• City Council approved third-party vendor contract on May 28, 2024. • Program and revenue updates will be provided during the quarterly Strategic Plan Updates.	General Fund	• Between May 27 - August 15, SP+ has issued 8,766 citations.
*1.2	Police	Increase technology to reduce crime	Short-term	• Utilize new Flock Safety contract to establish License Plate Reader (LPR) and live streaming PTZ camera technology to assist in reducing crime. • Acquire and utilize new technology to advance crime fighting abilities and move toward building and staffing a Real Time Crime Center (RTCC). • Seek additional funding through federal earmark requests or grants for additional equipment and systems.	Initial cost City Infrastructure Bond / Ongoing cost through Asset Seizure Funds and Federal Earmark and/or grant requests	• Belmont Estates HOA is in the process of purchasing FLOCK and will be sharing with the PD. • The Outlets bought FLOCK and is sharing with the PD.
*1.3	Police	Replace mobile data computers in patrol fleet to maintain contemporary technology	Short-term	• Continue to assess longevity of computers and update system compatibility. • Updates on the number of mobile data computers replaced will be provided in Strategic Plan quarterly updates.	Asset Seizure Funds	• Forty (40) Panasonic Toughbook's and Mavic docking stations were purchased and imaged for use. During the last week of July, installations took place and now 37 patrol vehicles and patrol sergeant vehicles are equipped with the new computers. • The remaining 3 computers and docking stations will be maintained as spares and used as needed.



GOAL 1: Maintain Strong Emergency and Safety Services

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	August 26 Update
*1.4	Police	Engage public and private organizations to participate in Flock Safety security program	Short-term	• Promote Flock Safety security program via social media and community outreach to encourage participation of public and private organizations to provide video/photo evidence to solve crimes. • Progress updates will be provided quarterly in Strategic Plan Updates.	Private funding	• Crime Prevention Specialists have engaged with the community and HOA's to participate in the Flock Safety program during 10 meetings. • Through these meetings, Belmont HOA was the first to move forward on purchasing Flock.
*1.5	Fire/ Emergency Management	Develop plans, policies, and procedures consistent with national standards	Short-term	• Evaluate emergency management planning software to ensure consistency with state and federal guidelines and regulations. • Annually update Emergency Operations Plan (EOP), Continuity of Operations Plan (COOP), and Continuity of Government (COG) Plan.	Grants	• Contracted with Preparis software to complete COOP's and COG over the next three years.
1.6	Police/ Community Services	Assist those Experiencing Homelessness	Short-term	• Continuous management and resource engagement with the local homeless population. • Address criminal law violations and quality of life issues impacting the community. • Seek to reduce number of individuals experiencing homelessness as demonstrated by lowering related calls for service and utilizing available shelters or housing for those who seek assistance. • Executed license agreement with HUB Resource Center (HRC) and will assist HRC to sustain operations beyond 2026.	General Fund / Grant Opportunities	• Between May 27th and August 12th, the HEART Team and Homeless Outreach Specialist sheltered 39 people experiencing homelessness in the City of Orange.
1.7	Fire/ Emergency Management	Enhance Emergency Preparedness Education & Awareness	Short-term	• Develop and implement ongoing public awareness campaigns to educate residents about emergency preparedness. • Regularly assess the effectiveness of programs through surveys and community feedback.	General Fund	• Ongoing - CERT is offered twice a year. Community workshops are being offered. • Ready Orange social media campaign is active.

GOAL 1: Maintain Strong Emergency and Safety Services

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	August 26 Update
1.8	Fire/Emergency Management	Improve Emergency Response Infrastructure	Short-term	• Annually test emergency notifications for residents and businesses (i.e. AlertOC). • Test the Operational Area Radio to the County monthly. • Regularly assess infrastructure improvements and address any gaps. • Provide Strategic Plan quarterly updates to the City Council.	General Fund/ Grants	• Annual testing is done. • Operational Area Radio is tested monthly by COAR. • Assessing infrastructure informally. • Looking at EOC alternatives that are neutral to staff.
*1.9	Police	Police facility improvements to the Field and Support Services Division to improve workflow	Mid-term	• Contract projects to include furniture replacement, upgraded lighting, paint, carpeting, and shower facilities.	Bonds, COPS Fund, and Police Facility Fund	• The shower project started at the end of April and concluded the last week of July into the first week of August. • The pipe leaks have been fixed and the new showers provide privacy and comfort.
*1.10	Fire/ Emergency Management	Strengthen Interagency Coordination and response.	Mid-term	• Completed facility shelter assessment at El Modena High School as a large capacity shelter. Updated MOU to be executed. • Establish Grijalva Sports Center as the designated city-owned facility for care and shelter. • Update MOU/MOAs with Point of Distribution/ Dispensing (POD) sites. • Evaluate interagency coordination bi-annually through joint exercises and drills.	General Fund	• Completed - staff has encouraged OUSD to sign facility use agreements and has drafted an MOU that covers sheltering as well as POD sites.

GOAL 1: Maintain Strong Emergency and Safety Services

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	August 26 Update
*1.11	Police	Expand the employee wellness program	Long-term	• Continue to utilize our existing wellness grant to fund testing, critical incident debriefs, overall officer health, and psychological services. • Identify other grant opportunities to enhance employee wellness opportunities.	General Fund / Grants	• During August, Orange Police Officers are attending a four hour block of wellness training from First Responder Psychological Services.
*1.12	Fire/ Emergency Management	Update the Local Hazard Mitigation Plan (LHMP) to enhance emergency management planning capabilities	Long-term	• Received Hazard Mitigation Grant Program (HMGP) grant totaling $159,990. • The Local Hazard Mitigation Plan will be updated by no later than April 2027. • Apply to the HMGP following the completion of the LHMP update to secure more funding for projects.	Grants	• Expected completion is December 2025. • Final draft will go out to external stakeholders.



GOAL 2: Enhance Economic Development and Achieve Fiscal Sustainability

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	August 26 Update
*2.1	Community Development	Implement permitting software and online platform to improve the customer experience	Short-term	• Employ beta testing, utilizing software in a live environment to uncover deficiencies before general software release. • Anticipated to go live with software in FY25.	Building Records and Planning Documents	• The permitting software and online platform went live on Tuesday, February 18th, but has since been expanded to include the Fire Department, Public Works, and Community Services.
*2.2	Community Development/ City Attorney	Improve Design Review Process.	Short-term	• Draft guidelines of projects requiring DRC approval, staff approval, or are exempt from Design Review.	General Fund	• Per City Council direction, staff will be developing an ordinance to reduce the Design Review Committee's purview. • It is anticipated this will be brought to the Planning Commission on September 15th and to the City Council on October 28th.
*2.3	Economic Development	Implement and develop a Shop Local Program	Short-term	• Worked with the Orange Chamber of Commerce to launch the Shop Local Program, Experience Orange. • Strategic Plan Quarterly updates will be provided to the City Council.	General Fund	• Ongoing - no significant update since May 27, 2025.
*2.4	Economic Development	Diversify tax revenue	Short-term	• Staff is having initial discussions with hotels and soliciting proposals from consultants to form a Tourism Improvement district, promoting Orange as a visitor destination. • Capitalize on adjacent projects (e.g., OC Vibe) to attract complementary developments that would generate additional sales tax or transient occupancy tax revenues. • Working with consultants to attract high quality retailers and to develop a design concept in the West Katella Area so it may serve as a gateway to Orange.	Redevelopment Bond Funds	• Formally launched the vision for development in Orange Yards (West Katella gateway area) at the August 12, 2025 City Council meeting.

GOAL 2: Enhance Economic Development and Achieve Fiscal Sustainability

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	August 26 Update
*2.5	Economic Development/ Public Works	Form an Enhanced Infrastructure Financing District (EIFD)	Short-term	• Staff is working to begin the formation process which will take approximately 12 months. • Revenue will fund infrastructure improvements that support economic development in strategic areas of the City.	Redevelopment Bond Funds	• Ongoing - no significant update since May 27, 2025.
*2.6	Finance	Reduce subsidy from general tax revenues	Short-term	• Conduct an updated fee study and evaluate the current indirect cost allocation. • Identify subsidies that could be recovered. • Complete by FY25 and provide information to City Council in quarterly Strategic Plan updates.	General Fund	• Staff are working with Matrix to finalize the report to be presented to City Council in September for review and directions.
*2.7	Library Services	Develop and strengthen collaborative partnerships to provide and enhance high quality programs, resources, and spaces for the public.	Short-term	• Presented the 2024 OPL Comic Convention in September 2024. • Plan, coordinate, and present 2025 Summer Reading Club by June 2025. • Plan, coordinate, and present FY25 Adult Literacy Program by June 2025.	General Fund / Seeking Financial Support from Community Partners and Grants.	• Completed 2024 OPL Comic Convention. • Completed 2025 Summer Reading Club. • Completed FY25 Adult Literacy Program.
2.8	Finance/ City Attorney	Assess Procurement Policies	Short-term	• Review existing Citywide procurement policies and related municipal codes. • Gather neighboring agency procurement policies to identify trends and other practices while also considering best practices prescribed by the Government Finance Officers Association. • Adopt new procurement polices and municipal codes in FY25.	General Fund	• Due to limited resources and competing deadlines, staff has not started this objective. • Ongoing - no significant update since May 27, 2025.



GOAL 2: Enhance Economic Development and Achieve Fiscal Sustainability

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	August 26 Update
*2.9	Finance	Create a fiscal sustainability plan	Mid-term	• Develop and implement a fiscal policy that promotes fiscal responsibility, sustainability, and best practices. • Create a framework and guidelines to assist staff during budget development and ongoing fiscal monitoring.	General Fund	• City Council adopted the financial management policies at the August 12, 2025 City Council meeting.
*2.10	Finance	Achieve and maintain 90% funding status for pension and OPEB	Mid-term	• Monitor and update the Pension Guidelines regularly. • Identify a mechanism to begin funding for OPEB. • Identify opportunities to pay down new unfunded liability. • Quarterly Strategic Plan updates will be provided.	Various Funds	• Ongoing - no significant update since May 27, 2025.
*2.11	Finance	Upgrade the current financial system	Mid-term	• Begin implementation of a new financial system to improve efficiency, transparency, and accountability. • Rebuild the chart of accounts and business processes. • Enhance internal control and reduce human errors. • Review opportunities to consolidate financial systems.	Various Funds	• Phase 1 of the ERP, financial system, went live on July 7th. • Phase 2, Payroll and Human Resources, is underway and is anticipated to go live in October of 2026. • Phase 3, Utility Billing, is scheduled to kickoff in September and go live in July of 2026.
2.12	Community Development/ City Attorney	Update Zoning Ordinance for process clarity and improve efficiency for new businesses.	Mid-term	• Compile list of ordinances that need to be reviewed and updated. • Begin introducing new ordinances after FY25.	General Fund	• Alcohol Exemption Permit scheduled for City Council consideration. • Intended to create an administrative process for restaurants wanting to sell alcohol instead of requiring a Conditional Use Permit.



GOAL 2: Enhance Economic Development and Achieve Fiscal Sustainability

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	August 26 Update
2.13	Community Development	Expand upon permitting software.	Mid-term	• Add sign-in portal and monitors on walls after permitting software has been implemented. • Explore the potential and costs for a greeter.	General Fund / IT Fund	• Ongoing - no significant update since May 27, 2025.
2.14	City Manager/ Finance	Conduct citywide organizational audit	Mid-Term	• Budget in FY26 funds to hire a third-party auditor to review City operations to ensure the City is applying industry standard best practices in all departments.	General Fund	• Staff scored the proposals, and is determining if the City should move forward with this project at this time.
2.15	Community Services	Park naming/ sponsorship program	Long-Term	• Evaluate potential of offering a park naming/sponsorship program as a source of revenue for future park projects.	Funding not identified	• Completed - Policies for 'Park Naming' and 'Park Asset Naming and Donations for New City Parks' were approved by Council in May 2025.



GOAL 3: Enhance Public Communication Strategy and Quality of Life

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	August 26 Update
*3.1	City Manager	Develop additional methods of communication and increase subscribers to City's communication forums	Short-term	• Continuously and actively promote online subscription opportunities currently available to Orange residents and increase the number of subscribers. • Incorporate other vehicles of messaging, including newsletters, pamphlets, Reddit, etc. • Increase the City's presence on social media including the number of videos, interactive posts, etc. on social media.	General Fund and collaboration with community partners.	• Economic Development launched *The Juice* to engage with new and existing businesses in the City. • Launched *Our Orange Conversation* to hear more about resident budget priorities. • Implemented a marketing plan regarding Safe and Sane fireworks. • Ongoing social media updates to keep public informed about new pickleball courts at Hart Park. • Launched paid parking website; social media updates as implementation rolls forward.
*3.2	City Manager	Create unified messaging across departments	Short-term	• Meet regularly with other departments to collaborate on unified messaging. • Create citywide communications schedule to promote collaborative and uniform messaging in FY25.	General Fund	• Ongoing - no significant update since May 27, 2025.
*3.3	City Manager/ Police Department/ Fire Department/ Emergency Management	Update Crisis Communication Plan and Create Citywide Communication Plan	Short-term	• Review best practices and contemporary plans utilized by other agencies. • Update and/or develop the City's crisis communication plan and Citywide communication plan by end of FY25.	General Fund	• Edits have been made to document to ensure contact information is up to date.

GOAL 3: Enhance Public Communication Strategy and Quality of Life

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	August 26 Update
3.4	Library Services	Procure, protect, and celebrate Orange's history and archives.	Short-term	• Create a Disaster Preparedness Plan for the Library's History Center to protect and preserve archives by May 2025. • Add the Library's digital staff photograph collection into the Local History online collection for public access by December 2025.	General Fund / Seeking financial support from community partners and grants.	• Initial draft completed of concurrent Pocket Response Plan. • Created supplies list for spill kit. • In-depth batch loading training for staff has been scheduled.
*3.5	Community Services	Complete new park on the West Side	Mid-Term	• Complete conceptual design in 2024. • Construction budgeted in FY25. • Coordinate with Orange County Flood Control to align park project with County levee project in 2025.	Redevelopment Agency Funds/Park Acquisition/ Federal Earmark	• Ongoing - no significant update since May 27, 2025.
*3.6	Community Services	Complete pickleball courts and fitness equipment project at Hart Park	Mid-term	• Finalize requirements with HUD to receive funding. • Award bid for construction by end of 2025.	Park Acquisition Fund and Federal Earmark	• Construction began in August 2025.
3.7	Community Services	Continue to offer high quality and efficient, city led recreation programs	Mid-term	• Evaluate current costs associated with summer, sports and drop-in programs, and facility and park rentals. • In progress as part of FY25	General Fund	• Ongoing - no significant update since May 27, 2025.

GOAL 3: Enhance Public Communication Strategy and Quality of Life

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	August 26 Update
3.8	Community Services	Complete new Skate Park at Grijalva Park.	Mid-Term	• Finalize design plans. • Construction expected to begin in 2025.	Capital Project Funds	• Ongoing - no significant update since May 27, 2025.
3.9	City Manager	City website refresh	Mid-term	• Work with existing vendor or identify new website provider to refresh and improve the City's website.	General Fund	• Ongoing - no significant update since May 27, 2025.
3.10	City Manager/ Community Development	Annex County Islands	Long-Term	• Work with Orange County LAFCO and County of Orange to determine City costs (and any County contributions) of annexing the City's County islands. • Detail costs and submit to City Council for discussion and direction.	General Fund	• County provided staff the estimated annual revenue the City would receive if the City annexed all County islands. • Initial estimates appear to show the cost to service the County islands will exceed the estimated revenue.
3.11	City Manager/ Community Services	Former Villa Park Landfill Improvments	Long-Term	• Work with the County of Orange to identify feasible improvements to the former Villa Park Landfill with potential park uses as first priority.	General Fund	• Orange County Waste & Recycling (OCWR) has indicated they are willing to install a perimeter fence around the area for aesthetics. • Staff will evaluate if this is suitable given the surrounding area.
3.12	Community Services/ Community Development/ City Manager	Evaluate potential of acquiring part of Santa Ana golf course (located in Orange) for future park site	Long-Term	• Schedule meetings with neighboring agencies to begin discussions on potential acquisition.	Funding not identified	• Ongoing - no significant update since May 27, 2025.

GOAL 4: Improve Employee Retention and Recruitment

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	August 26 Update
*4.1	Human Resources	Develop and implement a comprehensive plan to market the City of Orange as an employer of choice	Short-term	• Draft a comprehensive marketing plan by working with the City's communications team. • Provide quarterly strategic plan updates to the City Council.	Various Funds	• Ongoing - no significant update since May 27, 2025.
*4.2	Human Resources	Create an inclusive work environment and build a diverse workforce	Short-term	• Conduct community/educational outreach within all districts of City in FY25. • Place advertisements within local newspapers and utilize Channel 3 as additional outreach. • Recognize and celebrate employee performance.	General Fund	• Ongoing - no significant update since May 27, 2025
4.3	Human Resources	Reduce the City's time-to-hire employees	Short-term	• Condensed two background meetings to one. • Offer onsite Livescan at hiring events. • Review and update the City's hiring process to match best practices and industry standards by end of FY25.	General Fund	• Ongoing - no significant update since May 27, 2025
4.4	Human Resources	Develop Citywide Internship Program	Short-term	• Work with faculty at Chapman University and other local Public Administration Graduate Programs to update the existing internship program. • Work with participating universities to draw students to the City of Orange to build professional experience, and potentially future employment.	Various Funds	• Staff met with representatives of Santiago Canyon College on May 20, 2025, to begin the planning phase of a Fall 2025 Intern Opportunity. • 25 candidates applied for various internship opportunities. • Interviews were conducted the week of August 11th. • All selected candidates are anticipated to start by the week of September 2.

GOAL 4: Improve Employee Retention and Recruitment

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	August 26 Update
4.5	Human Resources/ City Manager	Implement Succession Planning Strategies	Short-term	• Revive the Orange Leadership Academy to develop current management employees so they may step into key City leadership roles in the future. • Create methodologies to recognize and develop existing talent so they are prepared to serve in City leadership positions.	Various Funds	• Ongoing - no significant update since May 27, 2025
*4.6	Human Resources	Support change management processes, embrace technology improvements, and digitalization.	Mid-term	• Convert to a completely electronic Personnel Action Form (PAF) system. • Update employee evaluation process. • Transition Open Enrollment to new software program. • Track required employee training through new software. • Anticipated to be incorporated by FY26.	General Fund	• Ongoing - no significant update since May 27, 2025
*4.7	Human Resources	Conduct a full classification and compensation study	Long-term	• Request competitive proposals for a consultant to conduct a full classification and compensation study. • The intent of the study is to ensure pay equity and market alignment; reestablish minimum qualifications and job descriptions; consolidate the number of job titles; improve recruitment and retention; and identify career progression and professional development.	General Fund	• Ongoing - no significant update since May 27, 2025

GOAL 5: Improve Infrastructure, Mobility, and Technology

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	August 26 Update
*5.1	Public Works	Update Facility Condition Assessment	Short-term	• Complete the Assessment to identify facility maintenance needs by end of FY25. • Study would provide analytics on expected useful life, facility replacement, and costs.	Various Funds	• Ongoing - no significant update since May 27, 2025.
*5.2	Public Works/ Economic Development	Complete Old Towne-West Orange Shuttle Feasibility Study	Short-term	• Final report completed in Fall 2024. • Identifies routes for local transit service connecting Old Towne to/from activity centers. • Will request implementation funding through OCTA.	M2 Funding	• Ongoing - no significant update since May 27, 2025.
*5.3	Public Works/ Economic Development	Deploy a micro transit service in and around Old Towne	Short-term	• City Council approved an MOU with ATN to provide $100,000 in funding to launch service. • Identify options to fund 18-month trial.	Redevelopment Bond Funds/Grants	• Staff is evaluating the MOU with ATN. • No significant update since May 27, 2025.
*5.4	Public Works/ Economic Development	Develop and implement Old Towne parking management program	Short-term	• Staff is finalizing an Old Towne parking management program which will include evaluating scenarios for paid parking. • Revenue from future program will support additional parking and other improvements including way finding signage to support businesses and economic development.	Parking Fees	• A parking management contract was awarded at the June 24, 2025 City Council meeting. • Staff is working with the contractor to implement paid parking program. • Tentative start in late Fall 2025.

GOAL 5: Improve Infrastructure, Mobility, and Technology

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	August 26 Update
*5.5	Public Works	Implement full master plan for renovation and reorganization of City Corp Yard	Short-term	• Multiple construction phases are expected over the next few years. • The first phase of construction began in Fall 2024.	Bond/General Fund/Sanitation/ Gas Tax	• The first phase of this project is complete. • Phase two will begin in FY26.
*5.6	Public Works	Develop an Active Transportation Plan	Short-term	• Plan development to begin in FY25 and will provide a roadmap for improving bicycle and pedestrian safety/mobility, including identifying candidate corridors to be converted into “complete streets.”	Federal Funding/ TSIP / Grants	• Ongoing - no significant update since May 27, 2025.
*5.7	Public Works	Update Storm Drain Master Plan	Mid-term	• Identify third party consultant to develop master plan. • Master plan will provide information on needed improvements to address flooding issues and/or existing deficiencies.	FEMA/Sanitation Fund/General Fund	• Ongoing - no significant update since May 27, 2025.
*5.8	Public Works/ Community Development	Update Sewer Master Plan to coordinate with next General Plan update	Mid-Term	• A third-party consultant will be hired in FY26 or FY27 (dependent on General Plan update) to identify sewer system deficiencies while also providing analytics on expected useful life, sewer replacement, and costs.	Sanitation Fund	• Ongoing - no significant update since May 27, 2025.

GOAL 5: Improve Infrastructure, Mobility, and Technology

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	August 26 Update
*5.9	Community Services	Identify costs and funding associated with maintaining new amenities	Mid-term	• Identify costs and funding sources to maintain new skate park, pickleball courts, new park in West Orange, Antepassado Park, and restroom building at El Modena Library/Basin.	Funding not yet identified	• Ongoing - no significant update since May 27, 2025.
*5.10	Community Services	Update Parks and Recreation Master Plan	Mid-term	• Funding request to be included in proposed FY26 CIP. • Master Plan completed by 2027.	Park Acquisition Fund	• CIP for Masterplan approved with FY26 budget.
*5.11	Community Services	Update Master Plan for Grijalva Park	Mid-Term	• Included in the FY25 CIP. • Set fundraising and operation goals/timelines for outside organizations (Library Foundation, GOCAT, and Senior Center) for proposed new facilities. • Complete plan by 2025.	Park Acquisition Fund	• Project and funding through EPA Brownfield approved . • Staff are actively working with Montrose and Kimley Horne on Grijalva Park Masterplan update to be completed by end of 2025 calendar year. • New GOCAT MOU approved by Council in July 2025, establishes fundraising targets and termination deadlines.
*5.12	Information Technology	Develop Citywide Information Technology Strategic Plan	Mid-term	• Develop comprehensive plan of needed technology services to effectively serve the community over the next decade by end of FY26 and assess current IT structure.	General Fund	• Currently on hold. • Will be folded into the Citywide Operational and Organizational Assessment (See objective 2.14).

GOAL 5: Improve Infrastructure, Mobility, and Technology

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	August 26 Update
5.13	Public Works/ Community Services	Work Assessment Management System	Mid-term	• Work with consultant to track costs and labor associated with parks maintenance and plan for maintenance needs possibly by FY26.	Various Funds	• Ongoing - no significant update since May 27, 2025.
5.14	Public Works/ Economic Development	Identify opportunities to add landscape medians on arterial streets	Mid-term	• Evaluate and identify opportunities to beautify and add landscaping throughout the City. • Currently is conceptual and still planning course of action. • Quarterly updates will be provided to the City Council in Strategic Plan Updates.	Enhanced Infrastructure Financing District / Gas Tax / M2 Funds	• Department is looking into potential grant opportunities for this project.
5.15	Public Works	Create Master Plan for EV charging infrastructure at City facilities	Long-term	• Budget funds to begin developing plan possibly in FY28. • The plan would evaluate all City facilities for EV readiness while conducting a gap analysis which could be used to guide future projects.	General Fund / Grants	• Ongoing - no significant update since May 27, 2025.
5.16	Public Works	Develop a Facility Energy Efficiency Master Plan	Long-term	• The plan would evaluate all City facilities energy usage and ways to save energy / cost. • Based on the findings, a course of action to improve efficiency would be developed. • Staff will consider options to develop plan.	General Fund / Grants	• Ongoing - no significant update since May 27, 2025.

GOAL 5: Improve Infrastructure, Mobility, and Technology

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	August 26 Update
5.17	Public Works	Connect houses on septic to city sewer system	Long-Term	• Identify remaining homes currently on septic. • Engage property owners and identify funding strategies to possibly lessen homeowner costs to move onto City sewer system.	General Fund	• Ongoing - no significant update since May 27, 2025.
5.18	Public Works	Complete Santiago Creek Trail Extension	Long-term	• Phase 1 of project currently underway with construction completion anticipated in September 2027. • Staff continues to search for outside funding opportunities through OCTA and/or federal community project requests. • This final phase would complete the multipurpose trail.	California Active Transportation Program Funds / Grants / Federal earmark	• Ongoing - no significant update since May 27, 2025.
5.19	Public Works	Retaining wall resiliency	Long-term	• Catalogue homes with retaining walls vulnerable to natural disasters including earthquakes or significant rain events. • Engage property owners and identify funding strategies to possibly share costs in retrofitting and securing susceptible retaining walls.	General Fund	• Ongoing - no significant update since May 27, 2025.



GOAL 6: Ensure the Preservation of Historic Resources

Objective Number	Lead Departments	Objective	Completion Timeframe	Description and Status	Funding Source	August 26 Update
*6.1	Community Development/City Attorney	Develop Historic Preservation Ordinance	Mid-Term	• Develop a historic preservation ordinance that encourages adaptive uses, preserves architecturally and historically significant structures, and fosters civic pride. • Complete in FY26.	General Fund	• Staff is working with Old Towne Preservation Association and Orange Legacy Alliance to develop an ordinance that would create a Heritage Commission.
*6.2	City Manager/ Community Development/City Attorney	Become a Certified Local Government as recognized by the National Historic Preservation Act	Mid-Term	• Apply to become a Certified Local Government, helping secure funding and providing technical assistance to preserve historical assets. • Complete in FY26.	General Fund	• To become a Certified Local Government, the City must adopt a historic preservation ordinance. • Further progress will be made when the historic preservation ordinance is finalized.
*6.3	Community Development/ Fire	Develop comprehensive inventory of historical assets Citywide	Mid-Term	• Develop parameters on what constitutes a historical structure/asset by FY27. • Engage the community to provide input on potential historical assets by FY27. • Develop comprehensive list of historical assets for City Council consideration.	General Fund	• In developing an ordinance that would create a Heritage Commission, staff will have a better understanding of the City's historical assets.

